

HRM2602

(490298) October/November 2013

HUMAN RESOURCE MAINTENANCE AND RETENTION

Duration 2 Hours

70 Marks

EXAMINERS ·
FIRST
SECOND

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MS M SUKDEO

Closed book examination.

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This paper consists of 24 pages, instructions for completing the mark-reading sheet and an attendance register.

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INSTRUCTIONS

- 1 A mark-reading sheet has been included in this paper. The paper consists of two sections, section A and section B. Section A must be completed on the mark-reading sheet and section B on the paper in the space provided. You must hand in the **mark-reading sheet** together with your examination paper. Please note that **all information on the mark-reading sheet must be completed in PENCIL**.
- 2 Read the instructions and questions in this paper carefully
- 3 Answer any two (2) of the three questions in section B
- 4 Write legibly
- 5 Encircle the number of each question you complete in section B on the cover of the examination paper in the column ("Question no") dedicated for this purpose. See example below

Question no	1		2	
Section A				
Section B				
→ (1)				
(2)				
3				

- 6 There is a page included for your convenience at the end of the exam paper. Use this included page to do rough work

SECTION A – MULTIPLE-CHOICE QUESTIONS (COMPULSORY)

This section must be completed on the mark-reading sheet. Use a PENCIL when completing the mark-reading sheet.

1 In the performance appraisal, the _____ method is used to rate the performance of line managers on the basis of each employee's achievement of goals that have been set by mutual agreement between the line manager and management

- 1 behaviourally anchored rating scales
- 2 critical incident methods
- 3 management by objectives
- 4 graphic rating scale

2 Which of the following refers to the performance appraisal process?

- a. relies on a once a year formal review
- b. is a continuous process
- c. concerns all members of the organisation
- d. concerned with individual performance
- e. provides a basis for performance-related pay decisions

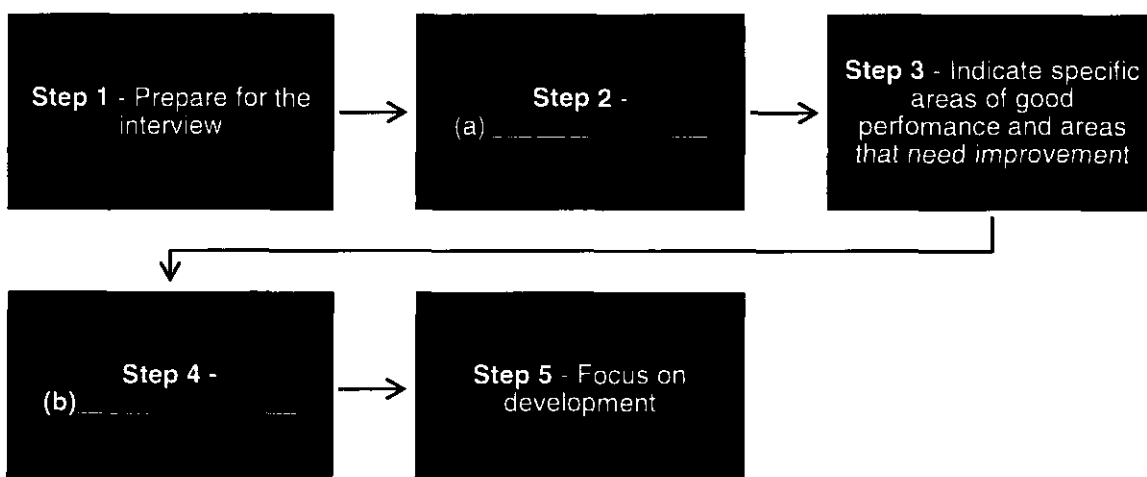
Choose the correct option

- 1 a, b and e
- 2 b, c and e
- 3 a, c and d
- 4 a, d and e

3 During the end of year performance appraisal process, your manager, Mrs Tough, rates employees in your department as low performers even though some employees are performing better than others. Which rating error does Mrs Tough make when she rates the employees in your department?

- 1 halo effect
- 2 rater bias
- 3 strictness
- 4 leniency

4 The performance appraisal interviews generally comprise the following steps



Please refer to the options below and choose the option that best reflects the correct missing words in the steps above.

- 1 (a) State the purpose of the interview; (b) Invite participation
 - 2 (a) Introduce the parties to the interview; (b) Invite suggestions and comments
 - 3 (a) State the purpose of the interview; (b) Discuss corrective steps
 - 4 (a) Discuss method used for appraisal; (b) Invite participation
- 5 Mr Delight, the supervisor, discusses with Mary her performance challenges during the performance appraisal interview and gives her guidance to take corrective action. Mary then decides on her own to work on a performance plan. To which type of appraisal interview does his interviewing technique refer?
- 1 the tell and sell approach
 - 2 the problem-solving approach
 - 3 the tell and listen approach
 - 4 the listen and sell approach
- 6 The primary elements in implementing a career management programme include the following .
- 1 job vacancies, appraisal data, T&D experience, career evaluation and career ladder
 - 2 job vacancies, appraisal data, T&D experience, career stages and career ladder
 - 3 job vacancies, career stages, T&D experience, career evaluation and career ladder
 - 4 job vacancies, appraisal data, T&D experience, career evaluation and career stages
- 7 Carol is experiencing some anxiety and uncertainty over her performance potential and competency at work. She also requires a supportive and caring supervisor to assist her in becoming a more productive employee. Which career stage best characterise her current phase?
- 1 establishment stage
 - 2 advancement stage
 - 3 withdrawal stage
 - 4 maintenance stage
- 8 Anne is informed by management that she has been promoted to a line manager position in their branch in Cape Town. She is so excited and goes home to inform her husband about the good news. Her excitement is turned into disappointment as her husband is not prepared to relocate to Cape Town. This dual-career couple's problem is called .
- 1 family versus work
 - 2 possibility of a no-career couple
 - 3 conflicting alternatives
 - 4 lack of experience with conflict resolutions
- 9 The development of the production division of Jiggers Motor manufacturers resulted in opening a new warehouse. The compliance of the safety measures within this new warehouse is of utmost importance. Therefore, the Health and Safety committee has developed a training course to suit the Jiggers manufacturing environment. Which of the following training courses will suit the Jigger manufacturing environment?
- 1 Employee education
 - 2 Management development
 - 3 Specific training
 - 4 General training
- 10 You are the training and development officer of a provincial branch of a retail clothing store. Select the correct order in which you will apply the phases of the systems approach to T&D.
- a needs assessment

- b. training delivery
- c. training design
- d. evaluation

Choose the correct option

- 1 a, b, c and d
 - 2 a, b, d and c
 - 3 a, c, b and d
 - 4 a, c, d and b
- 11 Which of the following T&D methods will teach a new clerical employee how to run various office machines?
- 1 Job instruction
 - 2 Job enlargement
 - 3 Job enrichment
 - 4 Job rotation
- 12 Which of the following legislations facilitate access to training and career paths, and also accelerates the redress of past unfair discrimination in education, training and employment opportunities?
- 1 Skills Development Levies Act 37 of 2008
 - 2 National Qualifications Framework Act 67 of 2008
 - 3 Employment Equity Act 55 of 1998
 - 4 Skills Development Act 97 of 1998
- 13 Brandon is the owner of a small business in Pretoria which has been operating for six years. Shona, the team leader, informed him that some of the staff members are threatening to go on strike if they are not awarded a sufficient salary increase this year. A few of the workers also threatened to resign or go on a slow if he does not give in to their demands. Which of the following compensation objectives would assist Brandon to deal with this situation?
- 1 motivate employees and legislation considerations
 - 2 legislation considerations and retain talented employees
 - 3 legislation considerations and attract talented employees
 - 4 motivate employees and retain talented employees
- 14 Beet Electronics adopted a performance-based compensation system. The job evaluation indicated that 40 chips is a typical output over an eight-hour day. Management agrees to pay Peter R5 per chip he produces. Peter produced the expected output of 40 chips and the total compensation for the day was R200. Which of the following performance-based system is used by Beet Electronics?
- 1 piece-rate system
 - 2 standard hour plan
 - 3 commissions
 - 4 skill-based pay
- 15 The . . . is one of the most popular job evaluation methods which is relatively inexpensive, easy to explain and is fast to complete
- 1 job classification method
 - 2 point method
 - 3 factor comparison method
 - 4 job ranking method
- 16 Which of the following benefits should Brandon provide to his employees to ensure that he complies with the requirements of labour legislation?

- a. retirement benefits
- b. unemployment insurance
- c. medical and life insurance benefits
- d. compensation for injuries and disease

Choose the correct option

- 1 a and d
- 2 b and d
- 3 b and c
- 4 c and d

Question 17 and 18 are based on the following scenario:

Levin Brothers employs approximately 300 staff members on their shop floor. The management of Levin Brothers has recently developed a health and safety policy for their factory environment and thus requires to employ health and safety representatives.

- 17 How many representatives will they require for the 300 staff members?
- 1 three
 - 2 one
 - 3 two
 - 4 four
- 18 Once a month, management and the health and safety representatives will hold a health and safety meeting. One of the objectives of this meeting is to remind representatives of their duties. Which one of the following options is **NOT** a duty of a health and safety representative?
- 1 Participate in consultation with inspectors at the workplace and accompany them on inspections
 - 2 Review the effectiveness of health and safety measures.
 - 3 Provide safe systems of work, plant and machinery
 - 4 Identify potential hazards and potential major incidents at the workplace
- 19 Harry is a newly appointed manager of the marketing division in his organisation. Ever since his promotion, he barely has time to have lunch, let alone casually chat to his staff. His wife notices that he is often excessively irritable, complains of headaches and appears depressed. Harry's condition is related to . . .
- 1 distress
 - 2 burnout
 - 3 stress
 - 4 eustress
- 20 Which of the following is **NOT** a component of a successful employee assistance programme (EAP)?
- 1 confidentiality
 - 2 normal disciplinary procedures
 - 3 paid time-off
 - 4 insurance coverage
- 21 Brandon realises the importance of managing diversity in his company. The following options are reasons why Brandon will see the need to embark upon a diversity management process, **except**
- 1 attracting and retaining the best talent
 - 2 promoting greater productivity
 - 3 utilising all people to the minimum
 - 4 developing advanced creativity and problem-solving

[TURN OVER]

- 22 Which of the following legislation promotes the right to use the language and to participate in the cultural life of one's choice when dealing with diversity management in the workplace?
- 1 Labour Relations Act
 - 2 The Constitution of the Republic of South Africa
 - 3 The Basic Conditions of Employment Act
 - 4 The Employment Equity Act
- 23 Following a grievance case in which an aggrieved employee felt discriminated against because of his/her disability, the diversity management team decided to send all staff members on diversity management awareness training. Which one of the following diversity awareness training was used for the group to openly examine statements that one group may make about another?
- 1 Perceptual differences
 - 2 Values clarification
 - 3 Personalising experiences
 - 4 Exploring cultural assumptions
- 24 Linda is a single parent who is finding it difficult to balance her work and family life, that is attending to her two adolescent children. Therefore, she arranges a meeting with her direct line manager, Ben, to discuss the possibility of a flexitime work arrangement. Ben agrees to this arrangement on condition that Linda agrees to his sexual advances. What type of harassment is described in the above scenario?
- 1 Quid pro quo harassment
 - 2 Hostile environment harassment
 - 3 Can't take it anymore harassment
 - 4 Quid pro harassment
- 25 . is a company's or unit's expertise or skill in key areas that directly drive superior performance
- 1 Competency
 - 2 Core competency
 - 3 Basic competency
 - 4 Abstract competency
- 26 Employers use competency-based rewards to .. .
- a motivate people and encourage better performance
 - b increase workforce flexibility
 - c increase competition and access job progression
 - d change people's behaviour and access job progression

Choose the correct option

- 1 a, c and d
- 2 b, c and d
- 3 a, b and d
- 4 a, b and c

Question 27 and 28 are based on the following scenario:

Sonke Publishers is a growing company with a staff component of 600 employees. Management is considering cutting costs in expensive office space and improving work/life balance. Following consultation with a group of editors (mostly young mothers), management decides to implement a home office work arrangement.

- 27 Which of the following virtual work arrangement is the most suitable for Sonke Publishers?
- 1 Frontline
 - 2 Telecommuting
 - 3 Cyberlink
 - 4 Technology
- 28 Which of the following skills are included in the profile needed to succeed within the above virtual work arrangement?
- a. organisational skills
 - b. supervisory skills
 - c. decision-making skills
 - d. motivation skills

Choose the correct option

- 1 a, c and d
 - 2 b, c and d
 - 3 a, b and d
 - 4 a, b and c
- 29 Bobby is the line manager of a South African car manufacturing company. He supervises 10 employees. He coaches, advises, supports and listens actively to people. Bobby's leadership style is called .
- 1 flexible
 - 2 charisma
 - 3 individual consideration
 - 4 respectful for others
- 30 Which one of the following statements about leadership versus management is **NOT** true?
- 1 Management involves planning and budgeting whereas leadership involves creating a vision and strategy
 - 2 Leadership focuses on inspiring and motivating followers whereas management focuses on producing and selling goods and services.
 - 3 Leadership involves creating change whereas management involves maintaining stability
 - 4 Management involves acting as a coach or facilitator whereas leadership involves acting as a boss

[TOTAL FOR SECTION A = 30 MARKS]

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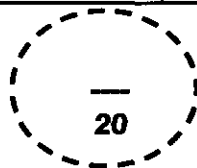
SECTION B – ESSAY QUESTIONS

Please note: Answer any TWO of the three questions from this section in the space provided. Please use headings and subheadings and make sure that your handwriting is legible. Encircle the numbers of the questions you answer on the cover page of the examination paper. See example below:

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Question No	1		2	
Section A				
Section B				
①				
②				
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Question 1 (20 marks)



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1.1 Your friend, Lorraine, visited you as usual. However, you notice that she looks troubled and worried. You insist that she opens up and share her worries with you. She tells you that her performance appraisal will take place on the following day, and that she hates this appraisal activity. Lorraine says she does not understand why her organisation always wastes time on this activity, because she does not see what benefits this performance appraisal brings to either her or the organisation. She also adds that she feels this activity is too formal and finds it boring. She further mentions that, in some cases, employees do not receive any feedback after this activity. It appears that this activity is only carried out as a matter of formality.

Explain the purpose and objectives of the performance appraisal to help Lorraine to understand the importance of the performance appraisal activity. (10)

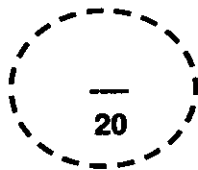


1.2 The Cobalt Electronics management are concerned about their market position and would like to maintain a competitive advantage. You decide to outsource a training company to deliver management training for their line managers to deal with the management’s concerns. It is important to use the “away-from-the-job” training, because you feel that these line managers’ jobs are very stressful and training would be more successful away from their working environment as it will enable them to focus only on the training.

As the HR manager of Cobalt Electronics, write a motivation letter to management highlighting the purposes of T&D for the line managers (10)

[TURN OVER]

Question 2 (20 marks)



← Students should not write in this space

2 1 Amanda and her friend Langa have been working as bank tellers for the past eight years. They are concerned about their careers after hearing that Wiseman who only has been a bank teller for four years has been promoted to a supervisor after completing a BCom in Banking. After making a careful assessment of the situation, they decide to get more information about career decisions in the organisation.

As the HR practitioner in the organisation, briefly explain to Amanda and Langa the role of the organisation and the individual in career management (10)



- 2 2 Perfect Bank has been in existence for 10 years and has a total staff component of 187 employees. In recent months there has been an increasing number of sick employees, some of them feel tired when they arrive at work and often cannot cope with their work. The manager has observed that Paul's stress maybe due to his need to control and inability to delegate work to the tellers.

As the HR manager of Perfect Bank, suggest and discuss any five personal strategies that will assist in controlling stress in the bank

(10)

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10

Question 3 (20 marks)

20

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3.1 Mila is an owner of a fashion designer business. She employs 30 people in different capacities. Mila feels that the company has always paid good salaries and the staff members have nothing to complain about. Her line manager, Tulane, informs her that he intends to resign as he feels that the compensation system is not dealing with his needs. You are Mila’s friend and you work as an HR manager for a large company.

- (a) Which popular job evaluation method would you prefer to determine the relative worth of Tulane’s job? Motivate your answer (6)
- (b) Which of the individual incentive plans would you recommend for the sewing machine operators? Motivate your answer (4)

10

3 2 Diversity awareness training seeks to motivate employees to recognise the worth and dignity of everyone in the workplace and treat them with respect.

In light of the above statement, identify and briefly discuss five exercises that management may use in diversity training (10)



[TOTAL FOR SECTION B = 40 MARKS]

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CHECKLIST	✓
Did you complete all the multiple-choice questions and the two essay questions?	
Did you complete all your personal particulars on the cover of the examination paper?	
Have you placed your completed mark-reading sheet into the examination paper?	
Have you <u>encircled the numbers of the TWO questions you completed in section B of the paper</u> on the cover of the examination paper?	

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PART 1 (GENERAL/ALGEMEEN) DEEL 1

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INITIALS AND SURNAME
 VOORLETTERS EN VAN **3**

DATE OF EXAMINATION
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For use by examination invigilator
 Vir gebruik deur eksamenopsiener

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- IMPORTANT**
- USE ONLY AN HB PENCIL TO COMPLETE THIS SHEET
 - MARK LIKE THIS
 - CHECK THAT YOUR INITIALS AND SURNAME HAS BEEN FILLED IN CORRECTLY
 - ENTER YOUR STUDENT NUMBER FROM LEFT TO RIGHT
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PART 2 (ANSWERS/ANTWOORDE) DEEL 2

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